

51843 0153

BROOKLYN
1993
PLAN

CONFIDENTIAL

SAVINGS BRANDS

Our objective in 1992 was to gain Share Of Category for our Savings Brands and, toward that end, we aggressively couponed/VPRd our brands and carried and sold Monarch/Best Value from our cars. We accomplished our objective with over a 30% Share of Category.

At what expense?

The Full Time Sales Force spent considerable time addressing Savings Brands, which are far less profitable than Full Price.

Sub-jobbers and Retailers abused our programs, leading to further declines in the profitability of the Savings Segment. Volume went Up -- Profitability went Down.

We are a business, and the object of a business is to make money -- and to make as much money as we can. Therefore:

Reverse past practices and devote the majority of our time to emphasis of our Full Price Brands while continuing to offer our Savings and Low Cost Brands to consumers.

How do we do this?

> REFOCUS OUR EFFORTS

> WORK SMARTER:

PLAN Your Work

USE Account Specific Marketing

USE Available Resources Wisely

USE Retailers to Help

SEEK Clarification

TAKE Responsibility

> INDIVIDUAL EFFORT

> TEAM EFFORT

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SAVINGS BRANDS

STEP I

READ It's Your Business

UNDERSTAND Our Guidelines

WORK Toward Priorities

EVALUATE Contracts:

Savings: Combine, Eliminate, Place

Full Price: Sell, Monitor

THINK PROFITABILITY!

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SAVINGS STRATEGY

Within your Assignment, select those stores that ...

- > Do Not Abuse
- > Do A Good Volume

Identify these calls with Management. Discuss Brand Distribution, Competitive Activity, Display Position, Advertising, and Brand Movement.

Discuss your rationale. Implement.

Work Top Down volume calls first.

PRICING

Select Brand(s) and Brand Styles to be promoted.

Secure Superior Display Position and Ad Copy. Price communication is essential.

Doral/Sterling/Magna should be priced at a profitable figure, which can be determined by understanding brand profitability and competitive sales and objectives.

Utilize Monarch/Best Value for low and competitive. Do not chase generics with Doral/Sterling/Magna if Monarch/Best Value is not in the store. Get distribution of Monarch/Best Value first.

Do not chase (increase VPR value) non-selling competitive generics.

If competitive generics are priced below D/S/M and Monarch or Best Value is in distribution and competitive generics begin selling and hurting D/S/M volume; suggest stepped approach on increased VPR amount based on profitability.

Enlist Retailers Assistance.
Ensure Compliance.
Monitor For Abuse.

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SAVINGS STRATEGY

PROCEDURES

Use indelible ink to mark all packs and cartons

Calls with Shelf Plans:

Place coupons.

Mark opposite end flap and UPC Code.

Mark bottom of packs lengthwise.

Calls with Shelf Plans and Package Display:

For carton sales, follow same procedure as above.

For pack sales, follow procedure below.

Calls with Package Display Only:

Mark both end flaps, UPC Code and bottom of all packs lengthwise and place VPRs.

Back up stock for package display must have both end flaps marked, UPC and all packs marked and have VPRs.

Select Brand or Brands to VPR.

Select 3 or 4 Best-Selling Styles to VPR.

Do Not VPR other Styles to maintain distribution.

Tag all displays.

Note Store Volume. Use as a guide 5% of total volume to determine savings volume per week. Provide a maximum of 10% (2 weeks) supply of VPR/Coupons per location.

Monitor Sales for Possible Abuse.

Do not use Prebook Payment for Normal Order.

Enlist Retailer Assistance.

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FORSYTH BRANDS

PRIORITIES

- > Exclusive
- > Parity
 - Price Points
 - Competitive
 - RJR

RESPONSIBILITY

Small Car Stock Quantities

Use Primarily for Introduction

Be Knowledgeable About Program

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SAVINGS BRANDS

STEP II

UNDERSTAND

COMMUNICATE

TAKE RESPONSIBILITY

IMPLEMENT!

FULL PRICE

The priority emphasis for this year is to increase Full Price Share of Category through:

SALES FORCE EFFORT

- > Increased Attention
- > Account Specific Marketing
- > Promotions
- > Display/Advertising/Merchandising

INCREASED ATTENTION

- > CAR STOCK Monies

Full Price	75%
Savings	20%
Monarch	5%

- > PLAN Your Work

- > ADDRESS and CURE Low Levels and Out-Of-Stocks

- > ROTATE

- > SELL

- > HOW Can I Increase Full Price Business?

ACCOUNT SPECIFIC MARKETING

KNOW Your Stores

- > WHAT Sells?

- > WHO Are The Customers?

- > WHAT Can I Do (Priority Brands)?

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FULL PRICE

PROMOTIONS

- > WHAT Do I Have?
- > ASM
- > WHAT Can I Sell?
- > WHAT Should I Sell?
- > ON-GOING Monitoring

DISPLAY/ADVERTISING/PROMOTIONS

> DISPLAYS

- Best Position
- Tagged
- Superior Advertising
- How Best To Utilize

> ADVERTISING

- Support Promotions (POS)
- Place Permanent PDI
- Communicate Pricing
- Decals

> MERCHANDISING

- Guidelines
- WHAT Do We Get?
- Co-Existence
- Cost Sharing
- Retail Cooperation

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MERCHANDISING

Shift in philosophy caused by our presence improved during 1992 despite heavy competitive presence and fixturing expenses increased.

Focus on maintaining our Merchandising toward supporting our Full Price Brands more cost efficiently.

OPERATING PRINCIPLES

USE ASM to guide you on finite resources on hand in a call.

DEFEND and MAINTAIN Superior Merchandising Presence Effectively and Efficiently.

UTILIZE Co-Existence.

PROTECT Advertising, Display, and Merchandising Space

Displays Emphasize Full Price. Consolidate Savings, Fixtures, and Payments.

Position Emphasize Full Price. Do Not disadvantage Full Price with Savings.

Promotion Emphasize Full Price Promotions which would provide greatest consumer impact.

Advertising Emphasize Impactful, Permanent Advertising Supporting Full Price Brands.

SHIFT Emphasis to Packs in Carton Outlets.

EFFICIENTLY Support Savings/Forsyth Brands in High Volume Savings Calls.

WORK Top Down.

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RESPONSIBILITY

USE Account Specific Marketing.

ENSURE you plan and execute your work per Operating Guidelines.

ENSURE your Planning and Work are as simplified as possible to allow more time for selling.

ENSURE you Play a Partnership Role with Management.

EMPOWER yourself!

MANAGE your Assignment as if it was your Business and Exercise Prudent Risk-Taking.

Take Personal Responsibility for Communications

Two-Way Street

Shared Responsibility

Provide Continuous Feedback Regarding Planning and Execution.

MANPOWER STRUCTURE

13 FULL TIME
5 SALES REP-TEMPS

<u>KEN</u>	Hiram	Joan
	Melanie	Danny
	Mike	John
	Wanda	Al
	Dottie	Mike

WORK PLAN - PRIORITIES, PROMOTIONS

<u>ALEX</u>	Valerie	Peggy
	Artie	Bernadette
	Susan	David
	Missy	New S/R-T

PART-TIME, DISPLAYS, FIXTURES, TRAINING

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BROOKLYN PRIORITIES

JANUARY

<u>PICK UP CODES</u>	<u>JAN</u>	<u>FEB</u>	<u>MAR</u>
RETAIL	E2	F2	G2
WHOLESALE	H2	I2	J2

CALLCOUNT/COVERAGE

- COMPLETE COVERAGE OF ALL MONTHLY CALLS IN THREE WEEKS
- WORK TOWARD INDIVIDUAL CALL COUNT OBJECTIVES
- COORDINATE S/R-T SUPPORT WITH MANAGEMENT.

PRIORITIES

- WORK FULL PRICE PROMOTIONS
- ENSURE ACCURACY OF H/H REPORTING & MASTER LIST
- EVALUATE STORES & PRESENT FULL PRICE DISPLAYS

ADVERTISING

- SALEM METALS
- CAMEL 3-D/ EASEL
- BANNERS

*** TURN OFF ALL PROMOTIONS IN YOUR HAND HELD THAT YOU ARE NOT WORKING. SEE PROMOTION BOOK FOR ACTIVE DISPLAYS

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JANUARY PROMOTIONS

BASE

Salem .50 Off VPR

H/H Reporting

SA .50/1 Pk VPR

Working

S/Rs & S/R-Ts

Value Added/Telemarket

Winston B3 Get Free Motowatch

Direct Accounts

Subjobber

Winston B2 Get Camplite

Direct & Subjbr

Salem B2 Get Hat

Direct & Subjbr

**NOTE: Turn off all displays (NV) except for
SA \$4 Ctn Cpn (If signed for)
SA .50/1 Pk Cpn (If signed for)
SA .50/1 Pk VPR**

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FEBRUARY PROMOTIONS

<u>BASE</u>	<u>H/H Reporting</u>	<u>Working</u>
Winston Select B1G1F		S/Rs
<u>SUPPLEMENTAL/OPPORTUNISTIC</u>		
Now B1G1F	Now BxGxF Pack	(S/Rs by A/S/M)
Win Radio/Flashlight	Win Prem Ctn	S/R-Ts
Win Buy3 Get Lighter	Win Prem Pack	S/R-Ts
Win Buy Ctn Get 5 Free	Win BxGxF Ctn	S/R-Ts
Now Buy 2 Get Lighter	Now Prem Pack	S/R-Ts
Win .50 Off VPR	WI .50/1Pk VPR	S/Rs

MARCH PROMOTIONS

<u>BASE</u>		
Camel B3 Get Ashtray	Cam Prem Pk	S/R-Ts
<u>SUPPLEMENTAL/OPPORTUNISTIC</u>		
Camel .50 Off VPR	Ca .50/1Pk VPR	(S/Rs & S/R-Ts)
Camel Buy 3 Get Belt	Cam Prem Pack	S/Rs
Camel Buy 3 Get Ski Cap	Cam Prem Pack	S/Rs
Vantage B1G1F	Van BxGxF Pack	(S/Rs & S/R-Ts)

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1Q93 COUPONS

<u>TYPE</u>	<u>H/H REPORTING</u>	<u>AVAILABILITY</u>
Salem \$4.00	SA \$4 Ctn Cpn	Now
Salem .50	SA .50/1Pk Cpn	Now
Winston .50	WI .50/Pk Cpn	TBA
Winston \$4.00	WI \$4 Ctn Cpn	"
Vantage \$4.00	VA \$4 Ctn Cpn	"
Vantage \$3.00	VA \$3 Ctn Cpn	"
Camel \$3.00	C \$3 Ctn Cpn	"
Now \$4.00	Now \$4 Ctn Cpn	"
Now \$3.00	Now \$ Ctn Cpn	"

**ALL COUPONS TAKEN MUST BE SIGNED OUT FOR AND CAN
NOT BE TRANSFERRED BETWEEN S/Rs.**

- o **Carton Coupons** are to be used by Full Time, S/R-Ts, and Promotional Specialists in stores with Shelf Plans only (SS1/NSS).
- o **Package Coupons** are to be used by Promotional Specialists, S/R-Ts in Chain calls only.

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2ND QUARTER PROMOTIONS

BASE PROMOTIONS

APRIL

MAY

CAMEL B1G1F

MAY

JUNE

CAMEL BRASS LIGHTER

SUPPLEMENTAL/OPPORTUNISTIC

Winston B2G Free Keychain

Winston B3G Free Pen/Pencil

Winston Select B1G1 Free

Winston Hispanic Boxing Mag.

Vantage B1G1 Free

More Shell Pen w/2 Packs

Salem B1G1 Free

Salem Gold B1G1 Free

Salem Slims B1G1 Free

Salem B3G Free Shorts

Salem .50 Off Tear Strip

COUPONS/VPRs

Winston \$3.00 Coupon

Winston .50/1 Pk VPR

Winston .50 1/Pk Coupon

Salem \$3.00 Coupon

Salem .50/1 Pk VPR

Salem .50 1/Pk Coupon

Camel \$3.00 Coupon

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